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CENTRAL INTELLIGENCE AGENCY

RECORDS MANAGEMENT PROGRAM

STATUS AS OF 31 DECEMBER 1954

RECORDS CREATION

RECORDS MAINTENANCE

RECORDS DISPOSITION

MANAGEMENT STAFF
RECORDS MANAGEMENT DIVISION

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WHY THE PROGRAM IS NEEDED

The Agency has a legal and moral obligation within limits of security provisions to comply with records management legislation. (General Counsel Opinion of 2 October 1950, Exhibit A).

An even stronger argument in favor of compliance is our need for records management. Of all the Federal agencies, CIA stands to gain most through records management.

- Our security measures and the nature of intelligence activities increase record volume and add to the cost of creating, handling, storing, and disposing of records.
 - ✓ Much of our business must be handled in writing rather than by phone. Dispersal of buildings increases this problem.
 - ✓ Requirements for clearances, controls, authorizations, approvals, coordination, etc. add to the record volume.
 - ✓ Dependency upon other agencies for overseas support multiplies paperwork.
 - ✓ Sterility requirements increase stationery costs.
 - ✓ Large record holdings were inherited from our predecessors.
 - ✓ A greater part of our records are vital for long periods of time.
 - ✓ Efficient reference systems are a must to provide information without delaying the intelligence process.
 - ✓ Our safe-type cabinets cost \$238--almost five times as much as the usual type used by most agencies.
 - ✓ We must maintain our own records center.
- A large and ever increasing volume of records is the result of our records creation and retention peculiarities. In fact, more records are being created and acquired, and held in costly office space, than are being retired or destroyed.

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WHY THE PROGRAM IS NEEDED (CONTINUED)

- In FY 1953 we procured 2,878 correspondence file cabinets but only destroyed and retired records equivalent to 318 cabinets. In FY 1954 the ratio was 2,787 correspondence cabinets to 946 retired and destroyed.
- The volume of office records has risen steadily despite increasing records disposition activity. Slightly over 6,000 pieces of equipment were needed to file current records in 1950. Today almost 22,000 are required.
- Present filing equipment in Headquarters was procured at a cost of 2 1/3 million dollars. 9,697 correspondence cabinets are included in the inventory. Total Headquarters equipment for current records rests on floor space valued at 1/4 million dollars.

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WHAT IS BEING DONE ABOUT OUR RECORDS PROBLEM

We have established an Agency-wide Program covering records creation, records maintenance, and records disposition. The Program is administered on a decentralized basis by Area Records Officers serving the major components of the Agency. Overall Program direction and staff guidance is provided by the Records Management Division. (Exhibit B)

We have publicized records management through...

- An orientation program for Area Records Officers. (Exhibit C)
- Publication of the Handbook "Records Management Program Guide." (Exhibit D)

A new records center is under construction.

In Calendar Year 1954 the total savings were \$357,373 realized from activity in all aspects of records management as reported on the following sheets.

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FORMS MANAGEMENT

Promoted forms management by distributing informational and promotional material. (Exhibits E and F)

Improved Program administration and reduced operating costs.

- Revised standards for preprinting security classifications on blank forms to simplify printing, storage, issuing, and handling procedures.
- Revised the forms numbering system.
- Eliminated one functional file. Consolidated the material of two others to provide a complete vital materials file of forms.
- Published an Agency forms index.
- Redesigned the request form and improved procedures for submitting, reviewing, and approving requests for forms.
- Defined and promoted standards for printing, procuring, storing, issuing, and utilizing forms. The results...
 - ✓ Standard sterilization practices.
 - ✓ Greater utilization of other Government forms.
 - ✓ Direct distribution of new or revised forms to Building Supply Officers.
 - ✓ Conservation of supplies of forms.
 - ✓ 45% reduction in number of requests for reprints.

Provided review, analysis, design and requisitioning services covering 301 new forms, 447 revisions, 481 reprints, and the elimination of 129 forms in calendar year 1954.

Reduced the average annual form usage from 18,698 copies per form in 1953 to 11,878 in 1954 for a total reduction of 576,172, despite a 53% increase in the number of active forms since January 1953.

Revised the format and improved the reporting procedure for Clandestine Services and Office of Operations information reports. Saved \$8,120 in printing costs and substantial but unevaluated savings in preparation and processing time.

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REPORTS MANAGEMENT

Developed and distributed the promotional pamphlet, "An Introduction to Reports Management." (Exhibit G)

Produced the following general guides for installing and operating area reports management programs...

- Sample Office Notice Inaugurating a Reports Management Program (Exhibit H).
- Sample Office Regulation for Operating a Reports Management Program (Exhibit I).
- "Analyzing Requirements for Administrative and Management Reports" (Exhibit J).

Provided the Logistics Office and the Office of the Comptroller with specific program guides.

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CORRESPONDENCE MANAGEMENT

Established a one-time preassembled carbon and tissue set (Letterex) as a standard stock item and promoted its use throughout Headquarters (Exhibit K). Over two million sets were used in nine months effecting material and labor savings of \$9,017.

Launched work on a correspondex of administrative requests and reports for the use of Headquarters administrative personnel. Over a hundred cases (reporting requirements, requests pertaining to security or personnel matters, etc.) have been described and indexed. Where necessary, sample memorandums, reports, and pattern paragraphs are being keyed to the index.

Completed first draft of a glossary of 300 administrative terms to be issued as an Agency handbook.

Developed the proposed Handbook Correspondence Style and Procedures which will...

- Promote labor saving practices not presently described in Agency guides.
- Provide a more usable training and desk reference.
- Result in faster training and increased production by eliminating present confusion over formats and styles.

Developed the introductory pamphlet "Correspondence Management." (Exhibit L)

Launched a program to provide guides to improve the writing ability of Agency personnel. Distribution of the following pamphlets is being coordinated with the Office of Training...

- "What is Readability," an evaluation of an article from Readers Digest to show the qualities of readable and interesting writing.
- "Modern Writing Styles," a small glossary of hackneyed expressions common to Agency correspondence, with suggested substitutes.

Analyzed Office of Personnel entrance on duty pattern letters and recommended improvements to nine types. Standards applied to these are now being used by the Office of Personnel to improve 100 other similar types. Recommendations resulted in an average reduction of 20% in letter content and in improved public relations.

RECORDS SYSTEMS

Developed and coordinated a handbook to provide a standard system for classifying and filing correspondence records. The system has been installed in ten offices. Benefits from this uniform system...

- Centralized training of file personnel.
- Transfer of personnel without training.
- Faster and more complete reference services.
- Cut-off dates for retirement of records.

Established equipment and supply standards for filing correspondence records. (Exhibits M and N) The results...

- Reduced from 54 to 6 the number of types of folders stocked.
 - ✓ Official personnel folders costing only 6¢ are now serving as well as those which formerly cost 75¢.
 - ✓ Reduced the average cost of other folders from 7.5¢ to 4.2¢ saving \$11,210 in 1954.
 - ✓ Saved \$6.20 in safe cabinet filing space for every 100 standard folders used instead of pressboard folders.
- Reduced the types of correspondence cabinets stocked from 17 to 6.
- Recommended the use of five drawer instead of four drawer cabinets saving \$7,500 in space and equipment.
- Saved \$1,896 by reviewing purchase orders and recommending use of standard equipment.

Promoted the use of portable desk trays for overnight storage of working papers. (Exhibit O) Procurement of 1,400 trays is now in process. Estimated saving in safe space is \$24,500.

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MICROFILM PROGRAM

Reviewed 16 projects and established a complete inventory of equipment resulting in substitutions of more suitable equipment and utilization of idle equipment for a saving of \$3,358. Survey of equipment is continuing.

Reviewed 32 requisitions for microfilm equipment and supplies for total savings of \$5,692.

Conducted a comparative operational test of two new cameras. Results will be helpful in assigning cameras for field use.

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VITAL MATERIALS PROGRAM

Established or revised ten Office vital materials schedules, assuring timely and complete deposits. Adequacy and current condition of the program are reflected by deposits during calendar year 1954 as follows...

- Documents - 135 cubic feet or approximately 237,000 sheets of paper.
- Tabulating Cards - 2,497,954
- Film - 2,994 reels representing approximately 6,257,000 sheets of paper.

Revised the inventory and accounting system for control of vital materials to provide...

- More positive and faster means of accounting for deposits and withdrawals.
- Reduction in the number of inventory pages.
- Elimination of hand stamping of security classifications.
- Reduction in size of the inventory form for more convenient filing.

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MAIL CONTROL SYSTEM

An intra office mail control system has been developed and installed in one major office. The system...

- Expedites tracing and locating correspondence in process.
- Provides a follow up on unanswered correspondence.
- Serves as a log and record of actions taken.
- Serves as a finding media for filed correspondence.

RECORDS DISPOSITION

Conducted surveys in 12 Offices which resulted in...

- Reductions in requirements for office space, filing equipment, and file personnel through the continuing transfer of inactive records to the Records Center.
- Disposition plans covering 19,007 cubic feet of records equivalent to 2,375 file cabinets.

Arranged for the transfer of 576 cubic feet of records from two agencies to CIA. These records were needed for operational reference and research purposes.

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RECORDS CENTER OPERATIONS

Received, maintained, serviced and destroyed inactive Agency records with benefits as follows:

- Received 7,491 cubic feet of records, equivalent to 936 safe cabinets valued at \$222,500 and 7,100 square feet of office space valued at \$17,750.
- Disposed of 1,457 cubic feet of records, equivalent to 182 safe cabinets valued at \$43,316.
- Serviced requests for 89,292 records.

As of 31 December 1954, 17,151 cubic feet of inactive records, equivalent to 2,144 safe type cabinets valued at \$510,272, were stored in the Records Center.

Evidenced the need and promoted the construction of a new records center scheduled for occupancy in February 1955.

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WHAT'S LEFT TO BE DONE

We still have much to do in Headquarters and in the Field.

Bootleg forms, inefficient in design and use and reproduced expensively, outnumber controlled forms by approximately 20 to 1. Based upon 1954 experience in controlling 1521 forms, an estimated saving of two million dollars can be realized by bringing all forms under control.

Controls to eliminate and prevent nonessential administrative reporting have not been established. Techniques for improving reporting systems and the content of reports have not been used to the fullest extent.

The possibility of cutting costs through substitutes for dictated correspondence, indexes to repetitive-type correspondence, eliminating nonessential copies, and improving the writing ability of Agency personnel has only been partially explored.

Simplified mail control systems are needed.

Headquarters-wide adoption of the subject-numeric system and other filing standards is yet to be accomplished.

Only an estimated 40% of the Agency's records are covered by records control schedules. Accordingly, many of our inactive records are yet to be scheduled for removal from high cost office equipment and space to economical Records Center storage. Disposition experience in 16 components reveals that from 9% to 90% of records retained can be considered temporary. The overall average is about 54%.

To sum up, there is still much to be done in all areas of records management, to improve our records and to balance records creation and acquisition with records retirement and destruction.

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LOGISTICS
19 May 1955

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SUPPLY

STANDARDIZATION OF HEAVY-DUTY FILE FOLDERS

Reference: Notice [REDACTED]

1. The following items have been added to the list of filing supplies standardized for Agency-wide use in reference notice:

<u>Items</u>	<u>Stock No.</u>
Folder, file, pressboard, legal, metal tab, 1/3 cut, slot punched in 1st and 3d positions, linen "W" type expansion gusset	
a. 1st position	7510-005-1017
b. 2d position	7510-005-1018
c. 3d position	7510-005-1019

2. The above items are heavy-duty folders which will be issued for use only in those files where there are frequent references to records not subject to early retirement and where the heavy continuing usage of such files would necessitate replacement of the standard 11-point folders during the active life of the records. Standard heavy-duty file folders would be justifiably used, for example, for filing case or project records, where the rate of expansion and the period of time the records will be retained is such as to preclude the use of the standard 11-point kraft folders.

3. This type of folder is being standardized in order to replace many of the different types of heavy-duty folders now used in the Agency. Standardization of such folders will effect substantial economies in the procurement and storage of folders.

4. Such folders will not be stocked in Building Supply Rooms, but may be obtained by submitting requisitions through the Area Records Officer concerned to the Building Supply Officer. Such requisitions

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LOGISTICS
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will bear the signature of the appropriate approving official and the following statement for certification by the Area Records Officer:

These folders are needed because the frequent reference requirements of the file would necessitate replacement of the standard 11-point folders during the active life of the records.

Signed: _____

(Title)

Requisitions for these folders received without this certification will be returned to the requesting office.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Deputy Director
(Support)

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NOTICE

LOGISTICS
13 November 1953

SUPPLY

PROCUREMENT OF LETTER- AND LEGAL-SIZE FILING CABINETS

1. Effective upon publication of this Notice, the following standards are established for the procurement of letter- and legal-size filing cabinets.

a. Cabinets without locks. Procurement of correspondence type filing cabinets will be restricted to standard five-drawer legal- or letter-size cabinets. The cabinets established as standard are equipped with guide rods and have 24-inch drawers. Requisitions for legal-size cabinets will not be honored unless accompanied by a justification stating that an estimated 20 percent or more of the material to be filed therein is of legal size. If it is estimated that less than 20 percent of the material is of legal size, the justification should state the reason why letter-size cabinets cannot be used.

b. Cabinets equipped with combination locks. Purchases will be limited to the standard four-drawer combination lock legal- or letter-size cabinets, depending upon the size of the record material to be filed. Requisitions for the legal-size cabinets will include a justification such as described in paragraph a. above. The cabinets will be of a standard and type to meet the security requirements of the Agency.

2. Where feasible, the files of organizational units should be centralized and various series of files combined so as to permit the use of correspondence type filing cabinets without locks in vault areas instead of the expensive type of equipment with a combination lock. The approval of the Security Office is required for the establishment of a vault area.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Acting Deputy Director
(Administration)

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NOTICE

NO

LOGISTICS

12 October 1953

SUPPLY

STANDARDIZATION OF FILING SUPPLIES

1. Standardization of the specifications on supply items of general Agency usage will effect substantial economies in procurement and stock-keeping. Such standards have now been established for the following filing supplies:

<u>Item</u>	<u>Stock No.</u>
a. Card, guide, file, pressboard, angular metal tab, 1/3 cut with lower projection:	
(1) 1st position, legal	7530-005-4440
(2) 2nd position, legal	7530-005-4441
(3) 3rd position, legal	7530-005-4442
(4) 1st position, letter	7530-005-4433
(5) 2nd position, letter	7530-005-4434
(6) 3rd position, letter	7530-005-4435
b. Insert, metal tab for 1/3 cut guide cards	7510-005-4443
c. Folder, file, kraft, square cut, plain tab, reinforced, 11 point:	
(1) Legal-size	7510-005-4436
(2) Letter-size	7510-005-4437
d. Folder, file, kraft, square cut, plain tab reinforced, 11 point, with fasteners in 1st position:	
(1) Legal-size	7510-005-4438
(2) Letter-size	7510-005-4439

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NOTICE

LOGISTICS
12 October 1953

<u>Item</u>	<u>Stock No.</u>
e. Folder, file, kraft, square cut, plain tab reinforced, 11 point, with fasteners in 1st and 3rd positions:	
(1) Legal-size	7510-005-4920
(2) Letter-size	7510-005-4921

2. Offices should continue to requisition the file folders and guides they are currently using. When present supply stocks are exhausted, requisitions will be filled with the above standard items. Requisitions thereafter should specify standard items.

3. Nonstandard items may be requisitioned only where special use requirements exist. At such time as the Logistics Office notifies Agency Offices that present supplies of nonstandard items are exhausted, requisitions for nonstandard items shall be accompanied by written justification to the Logistics Office concurred in by the Records Management and Distribution Branch, General Services Office. Present usage of a specific type of folder or guide is not of itself considered sufficient justification for deviation from the established specifications.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Acting Deputy Director
(Administration)

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